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MEMORANDUM

30 June 1951

TO : Chairman, Project Review Committee
FROM: Director of Training

PROJECT

The project embraces three components so inter-related one to the other that it warrants a combined presentation. All have to do with meeting the estimated needs of the agency for language training in the coming year.

NATURE OF PROJECT

One of the components of this project [REDACTED]

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[REDACTED] constitutes merely an augmentation of a prior project. The second and third components are new.

The [REDACTED] component is directed toward supplying agency needs for introductory reading and speaking knowledge of Russian and (as augmented) other languages.

The second and third components are directed towards supplying agency needs for intensive and semi-intensive training in needed languages. Herein it is proposed that such needs be met, in great part, by the second component, i.e., establishing within the agency a CIA Language School and Laboratory to be based on methods pioneered at [REDACTED] and generally referred to as "the audio-visual" method.

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The third component is, in effect, an All-other-Contingency request for the allocation of funds to be used principally to defray tuition costs at language and area study centers throughout the world and to provide funds for "Berlitz School" tuitions etc., when dictated by "cover" or other reason. Such funds would be used on an "if-and-when" basis.

TIMING FOR IMPLEMENTATION AND COMPLETION

The project in all its components is based upon estimated needs for the fiscal year ending 30 JUNE 1952. Implementation of the proposed CIA Language School is to be done on a "soon as possible" basis; that of [REDACTED] JULY 1951.

OPERATIONAL AND ADMINISTRATIVE SUPPORT REQUIREMENTS

The [REDACTED] component and the All-other-Contingency

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component require no additional operational or administrative support. Such support, received for the CIA Language School, is set forth in Tab 2 attached herewith.

TYPE OF FUNDS

Vouchered funds are requested for the purpose of establishing and operating the proposed CIA Language School.

In the interest of maximum security and the nature of requirements to be satisfied, unvouchered funds are requested for the purpose of all other estimated costs as set forth in this project.

Total amounts requested are as follows:

Vouchered	\$145,000.
Unvouchered	114,000.

ESTIMATED COST

A series of conferences have been held with the operating offices to determine their respective needs for the forthcoming year.* An estimate has been made of the enter-on-duty in the Career Corps Selectee program and in Unclassified Training Group A (UTGA). The estimated requirements for the agency can be set forth as follows:

*(See Tab 4)

<u>Language Training</u>	<u>Individuals</u> <u>processed during</u> <u>year</u> <u>(aggregate)</u>
Intensive & semi-intensive	400
Introductory reading & speaking	
Selectees	100
UTGA	350
	<u>450</u>
<u>TOTAL</u>	<u>850</u>

Total costs are estimated as follows:

<u> </u> component	
450 individuals @ an approximate average cost of \$180 per person. See Tab 1	80,000

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Equipment

80,000

T/O

65,000

(See Tab 2)

145,000All-other-ContingencyFund

(See Tab 3)

34,000

259,000

Less: Unused funds as at
date of writing on
prior [REDACTED]
project estimate

11,000\$248,000

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INTRA AGENCY COORDINATION

This project has grown out of and reflects the thinking of the operating offices. It assembles and summarizes their anticipated needs and those of the Office of Training. The results of various conferences and supporting memoranda are on file at this office.

REVIEW AND ACTION

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The prior [REDACTED] project has been in operation for approximately 8 weeks. It has graduated 30 individuals and currently has 28 individuals in training. It appears to have been an exceedingly good start in meeting agency needs for introductory training.

The proposed modification of the existing contract makes possible (a) instruction in Russian AND in others including exotic languages and (b) provides for handling small groups of individuals. This meets, more adequately, the varied needs of the agency.

The proposed CIA Language School, designed to meet the needs for intensive and semi-intensive language training, is dictated by several pertinent considerations. FIRST: review and experience to date indicate that much of our language training must, for reasons of convenience and security, be done within the agency; SECOND: the only alternative would be the use of facilities for advanced study at [REDACTED] or at the [REDACTED], neither of which meet the requirements of convenience and particularly security.

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The proposed All-other-Contingency fund has as its purpose (a) relieving the individual Offices from the necessity of requesting funds in each individual case; and (b) creating a

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central and identified fund for all such training needs.

This project, prepared by my staff, has been carefully reviewed by me. For the reasons set forth above it has my unqualified recommendation.

MATTHEW BAIRD

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Tab 1

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Tab 1

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MODIFICATION OF EXISTING [REDACTED] AGREEMENT

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REFERENCE: A contract entered into with [REDACTED] dated 4 May 1951, whereby certain Russian language facilities were made available to personnel, largely of a provisionally cleared category.

The above referenced contract has been in being for approximately 8 weeks. It was originally contemplated that it should terminate 9 November 1951. As of this date the original project entailing a fund of \$16,800 has an unused balance of approximately \$11,000.

REASON FOR MODIFICATION

The original contract provided for courses of six (6) weeks duration and was limited to Russian only. Six weeks has proved too short a period and there is demand for many other and exotic languages. The proposed modification extends the training period to eight (8) weeks plus or minus, and makes practical the teaching of a multiplicity of languages.

The proposed modifications substitute a "semester unit" cost for the former per student cost, embracing tuition and supplies. This provides a flexible basis capable of meeting, without accounting complications, the variations that the new program entails, i.e., many languages of varying difficulty, taught to groups of widely different sizes. A "semester unit" is defined as 750 minutes of classroom instruction or 1800 minutes of laboratory drill.

COST COMPARISONS

There is attached herewith a comparison of costs under the prior contract and as contemplated in the proposed modifications. Briefly it is estimated that the average cost per student will be \$180, based on an eight (8) week average training period. This cost compares with \$167, prior cost (such cost equated from a six (6) weeks to an eight (8) weeks basis). The additional \$13, per student, in essence, compensates [REDACTED] for its added costs by reason of small groups and the multiplicity of languages offered in place of Russian above. 25X1A5a1

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DETAILS OF CONTRACT

The proposed modifications are incorporated in a new contract, copy of which can be submitted if desired. This contract has been approved by General Counsel.

Briefly a "semester unit" cost of \$17. is proposed (\$15. tuition plus \$2. for supplies) to which are added certain additional fees on a per student basis. These fees can be as high as \$20. but are estimated to average \$10. per student. An added provision needs to be mentioned. It states that the "semester unit" cost shall be \$25.50 where a single language course is offered to three (3) students or fewer.


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As in the old contract there are provisions for reimbursing [REDACTED] in the event of cancellation and (added) reimbursement if the requirements of the Agency entail the purchase by [REDACTED] of abnormal equipment, i.e., over and above the expanding needs anticipated in the proposed program. These provisions follow the intent of the prior contract.

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COMPARISON OF COSTS UNDER NEW AND PRIOR CONTRACTS

	<u>New Contract</u> <u>per semester unit</u> <u>basis</u>	<u>Prior Contract</u> <u>per student</u> <u>basis</u>
Tuition	15.00	90.00
Supplies	<u>2.00</u>	15.00
	17.00	
Estimated <u>average</u> number of semester units per course	<u>9.0</u>	<u>6.5</u> (1)
Cost per student per average course	153.00	105.00
	(per student)	
Laboratory	10.00	10.00
Administration	10.00 (2)	10.00
	<u>175.00</u>	<u>125.00</u>
Additional cost - arising from groups of three or less, entailing a semester unit cost rise of 50%. Estimated per "average" student.	<u>7.00</u>	—
	180.00	
<u>COMPARATIVE COSTS</u>	(Average)	(Actual)
Per student	180.00	125.00
Per semester unit- overall	20.00	19.25
Per hour (40 hour week)	.56	.52

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25X1A5a1 (1) This figure supplied by [REDACTED] On a comparable basis an 8 week course would contain 8.76 semester units; hence the estimate that such course would entail 9 semester units.

25X1A5a1 (2) This charge is made only if enrollment is in groups of seven (7) or fewer; if [REDACTED] is relieved of keeping any administrative records on such groups, this \$10. charge per student is waived.

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Tab 2

C.I.A. LANGUAGE SCHOOL AND LABORATORY

PURPOSE

This component of the project envisages meeting the long-term requirements of the Agency for intensive and semi-intensive language training. These requirements embrace some 400 individuals in the coming fiscal year and an estimated 200 per year in each of the next succeeding five (5) years.

NEEDS

The Agency requires personnel thoroughly trained at various levels of proficiency in a number of languages. Much of the language training, for reasons of convenience and security, will have to be done within the Agency. The effectiveness of audio-visual techniques as integrated parts of language teaching has been sufficiently proved by now to make their use in the internal language training program not a mere experiment, but rather a practical means of meeting the specialized and pressing language needs of the Agency.

It must be borne in mind also that the clearance of native speakers of most foreign languages presents considerable difficulties. Audio-visual facilities will go far toward solving this particular aspect of the language problem. In addition to the use which can be made of these facilities in language training, they can be of definite assistance in any training program in which complete memorization of data is required. For example, audio-visual aids can be particularly useful in the assimilation of code material, identity data and in similar and other areas of training; for example a practice medium for trainees.

In addition to needs based on convenience and security there is the more pressing one of adequate facilities. [REDACTED] is not geared to fulfill our requirements (only \$11,000. approximately of training services were received under last year's contract). [REDACTED] is not prepared to meet our requirements even if the conditions of convenience and security could be met. Possible service at institutions outside the D.C. area (see Tab 3) involve too high costs and totally violate the condition of convenience.

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It would appear then that a C.I.A. Language School is required if Agency needs are to be adequately met.

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TECHNIQUES AND METHODS

Recordings of drill material in language training are now widely used and a number of educational institutions which have developed effective language programs have provided audio-visual facilities as an indispensable adjunct to their instructional program. On the basis of prolonged experience, it is stated unreservedly that audio-visual facilities have proved effective in the achievement of proficiency in languages, in both the spoken and the written areas. The following description of the facilities proposed will make clear the techniques and methods to be used.

AUDIO-VISUAL LABORATORY INSTALLATION

An Audio-Visual Training Laboratory (see preliminary sketch in Appendix I) is proposed for operation not later than mid-September 1951. This laboratory should be large enough to accommodate not less than 60 people and should be located in an area conveniently accessible.

The center section of the laboratory is to have six rows of five semi-sound proof booths, each of which is to be equipped with a tape recorder and play-back machine. These 30 drill posts are to be used for individual auditory-oral drills. The front of these booths will be individually collapsible to permit the use of visual material projected on the screen.

In each of these booths the following types of drills can be performed:

- a. silent-auditory drills for spoken language recognition.
- b. oral-auditory drills to increase accuracy and fluency in the use of the spoken language.
- c. reading-auditory drills to increase reading speed in the foreign language.
- d. dictation drills to achieve greater accuracy in the use of the written language.
- e. simultaneous bi-lingual drills in which the foreign language is visually perceived while the English version is being auditioned, for the purpose of increasing reading comprehension.
- f. simultaneous pictorial-auditory drills, permitting greater comprehension of the foreign language being auditioned through the projection of synchronized pictorial material projected by means of film strips or silent motion picture films.

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On each side of the laboratory, 15 individual listening units are to be provided for silent audition. These listening posts will not require individual semi-sound proof booths, nor will they have an individual recorder play-back unit. Each pair of earphones will be connected to a special play-back machine recently developed which permits synchronized bi-lingual audition. The same machine can be used for mono-lingual auditions. The lateral units may also be used for silent reading or for synchronized reading-auditory drills.

The projection platform is to be provided with a 16 millimeter moving picture film projector and with two synchronized film strip-tape recorder devices. These will permit the presentation of visual material for the use of trainees working in the lateral listening posts, and for those working in the booths located in the central area of the laboratory, both at the same time.

The laboratory should be provided with two sound proof recording booths connected to two master recording units for the preparation of master tapes. In addition a room should be provided for the use of the technician in charge of the laboratory, equipped with the necessary repair and maintenance facilities, and with shelves for the secure storage of tape recordings. The master recorders are to be connected with 30 semi-sound proof booths to permit the making of copies of master recordings for individual use.

The Audio-Visual Laboratory will require a room approximately 40 by 70 feet. This will be ample to provide space for the recording studios, and for maintenance and storage room.

MOBILE AUDIO-VISUAL TRAINING UNITS

It is proposed to develop six specially made Mobile Audio-Visual Training Units which would permit the use of these techniques by individuals who cannot come to the central laboratory for training. Each of these units will contain a recording play-back machine with synchronized film strip attachment, a small screen, space for recordings and other teaching material, with ten sets of headphones capable of being readily installed. These Mobile Audio-Visual Training Units should be enclosed in special containers with appropriate locks to insure absolute security, inasmuch as some of the training material used in these mobile units will be highly classified.

As this equipment permits audio-visual training to be carried to the student, under approved provisions to safeguard the security of materials, it is anticipated that the program will meet a real need in the covert offices.

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In view of the special type of installation desired, it is recommended that the installation be by a local firm experienced in this type of installation. It is not possible to give an accurate estimate of the cost of installation at this time, but as a preliminary estimate the following figures are submitted:

1.	36 recording play-back tape recorders	13,000.
2.	2 bi-lingual auditory units	2,000.
3.	2 recording and play-back units with film strip attachments	2,000.
4.	2 master recorders	5,000.
5.	6 special mobile units	12,000.
6.	50 lateral listening posts	2,500.
7.	Maintenance equipment and parts	2,000.
8.	Recording studio equipment, including timers	3,000.
9.	Installation of 30 individual semi-sound proof booths and sound proofing of 2 recording studios	4,000.
10.	Installation of lateral reading posts	1,500.
11.	Electrical wiring and installation	2,000.
12.	Recording tapes and other equipment	10,000.
13.	Preparation of film strips and other visual material exclusive of motion picture film	15,000.
	Contingent	6,000.
		<u>21,000.</u>
		<u>80,000.</u>

The preliminary estimate of \$80,000.00 will, it is believed, permit the development of adequate audio-visual facilities for the training program in languages and other fields where memorization is an important

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factor. If it is estimated that 400 or 500 individuals will make use of these facilities at the rate of 100 hours each per annum (a student can absorb 400 hours per annum) it will be seen that the individual hour-cost, by means of audio-visual aids, will be definitely lower than an all classroom instruction.

BUDGETARY ESTIMATE - TABLE OF ORGANIZATION

In addition to equipment costs, a table of organization will be required for classroom instruction (a small table of organization for laboratory technicians is included). The aggregate costs are estimated as follows:

Director of Language Service for the Agency	9,000.
Five Linguistic Specialists @ 6,400.	32,000.
Administrative Assistant	4,600.
Two clerks @ 3,825.	7,650.
Laboratory Technician	6,400.
Assistant Laboratory Technician	4,600.
To round out budget	<u>750.</u> 65,000.

This proposed staff will be able to handle a maximum of 250 individuals in any one period. It will provide, as well, that staff necessary to meet our needs for (a) wide degree of proficiency; (b) a wide and varying group of languages; and (c) provide personnel adequate to operate the proposed mobile units (Tab 3). These can carry audio-visual facilities literally to the student's door, a service that should fill a real need.

CONCLUSIONS

In order that the long-term language training program may operate by early fall of this year, it is recommended that this component of the project be approved to permit early negotiations for installation, and so that the securing of space may be expedited.

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Tab
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Tab 3

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~~CONFIDENTIAL~~Tab 3ALL-OTHER-CONTINGENCY FUNDPURPOSE

Extremely intensive training in languages and area can best be had at certain study areas in this country and abroad. Such training is only for the highly specialized and highly talented. Few require it and that few will be reduced in the coming fiscal year, for the reason that services cannot be spared by the Offices.

The proposed fund (component 3 of the project) is intended to consolidate and center in a single fund all Agency requirements for training of this type and to meet as well certain anticipated other minor needs. These embrace (a) sending personnel to commercial language schools of the Berlitz type for reasons of cover; and (b) compensation for anticipated consultants services required for language and other current training activities.

COSTS

The average cost for university language and area training of a highly intensive nature is approximately \$1,000. per scholastic year per student for tuition only. Salaries, transportation and other incidental costs are additional. It is assumed that these added costs would be borne by the forwarding office.

During the next fiscal year it is estimated that not in excess of thirty (30) individuals from the Agency would require and/or be available for such training.

A fund of \$34,000. is therefore requested for the purposes outlined above. This fund would be drawn against as needs arise and can be broken down as follows:

Full time training at university facilities outside the D.C. area - tuition only - estimated 30 individuals	30,000.
Commercial language school (Berlitz) and tutorial training in the D.C. area	2,000.
Compensation for consultants required for language and other current training activities	<u>2,000.</u>

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Tab 4

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CONFIDENTIALTab hESTIMATE OF REQUIREMENTS FOR LANGUAGE TRAINING1 JULY 1951 - 30 JUNE 1952, BY OFFICE

	<u>UTG/A</u>	<u>Intensive or Semi-Intensive</u>	<u>Career Corps Trainees</u>
OCD	40	10	--
OCI	25	10	--
OIC	0	0	--
ONE	0	5	--
ORR	150	50	--
OSI	75	50	--
Admin., etc.	10	15	--
O/O	20	30	--
OPC	15	115	--
OSO	<u>15</u>	<u>115</u>	<u>--</u>
	350	400	100

Total enrollees*

850

*(Some individuals will enroll for UTG/A and later for intensive or semi-intensive language training)

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App.
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Appendix I

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IMU NOTE:

**NOTHING
FOLLOWS.**